

SCHOOL OF HOTEL ADMINISTRATION

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Glenn Withiam, executive editor of the *Cornell Hotel and Restaurant Administration Quarterly*

DEGREE PROGRAMS

	Degree
Hotel and Restaurant Administration	B.S. M.P.S. M.S. Ph.D.

FACILITIES

Statler Hall. Statler Hall is a unique building designed expressly to meet the needs of the faculty and students of the School of Hotel Administration. The totally renovated building, which serves both practical and theoretical instruction, houses classrooms, lecture rooms, laboratories, a library, a video and computer center, a beverage-management center, an auditorium, and the Statler Hotel and J. Willard Marriott Executive Education Center. The improved Statler Hall and new Statler Hotel were designed expressly for the school's revamped academic and executive-education programs, and provide students with training and work experience in facilities similar to those in which they will work after graduation.

The School of Hotel Administration

Library. The largest of its kind, provides a comprehensive collection of publications on hotel and restaurant operation, business, and related subjects. The library's resources allow students to search numerous computerized bibliographic databases, including the hospitality industry's most extensive database containing current bibliographic information on the periodical literature of the industry. Among the library's special features are the Herndon and Vehling collections, which contain numerous rare materials.

Statler Hotel and J. Willard Marriott

Executive Education Center. The all-new hotel comprises 150 guest rooms, an executive-education center, restaurants, lounges, and the university's faculty and staff club. It is an industry showcase, one that demonstrates the very finest in hospitality and hospitality-education practices. The Statler Hotel is an independent, self-sustaining teaching hotel that provides quality food, beverage, meeting, and lodging services to the Cornell community and campus visitors, including parents and those who visit Cornell as part of the application process. In addition, the Statler Hotel is a practice-management facility for certain classes, internships, and for independent-study projects. It offers part-time jobs to approximately 200 students each semester; preference is given to students in the hotel school.

UNDERGRADUATE CURRICULUM

The School of Hotel Administration offers education in the numerous disciplines required for modern management, including accounting, finance, marketing, operations, communication, properties management, information technology, law, and human-resources management. The school's graduates hold executive positions in a variety of industries, but are especially well represented in the management of hospitality-related enterprises, including the lodging, food-service, and travel industries.

Students are encouraged to pursue a broad range of courses, including those in the humanities, as preparation for assuming positions in the business community. Included in the basic curriculum are courses in financial management, food and beverage operations, administration, and physical-plant management.

To satisfy degree requirements, every undergraduate enrolled in the School of Hotel Administration must complete a minimum of two periods of ten weeks each (or the equivalent) of full-time, supervised, relevant employment and file acceptable reports for each work period. Most students complete this requirement during the summer.

The basic program leading to the undergraduate degree in hotel administration, as set forth below, is enriched by a broad selection of free and distributive elective courses offered by the school and elsewhere in the university. For

more complete information about undergraduate program requirements, see the school's admissions catalog (available in room 174 Statler Hall).

Requirements for Graduation

The requirements for graduation outlined below are the result of an extensive revision of the school's curricula that was completed in 1988. Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements for that degree are:

- 1) completion of eight terms in residence;*†
- 2) completion, with a minimum average of 2.0, of 120 required and elective credits, as set forth in the table below;
- 3) completion of two units of practice credit prior to the last term of residence, as defined below;
- 4) completion of the university requirement in physical education (two units, usually taken during the first two terms of residence);
- 5) attainment of a grade-point average of at least 2.0 in the final semester.

*Students who plan to attend summer school at Cornell or elsewhere should keep in mind the degree requirement of a minimum of two periods of ten weeks each (or the equivalent) of full-time, supervised, relevant employment.

†Students transferring from other colleges and universities may be allowed appropriate credit against the residence requirement at the time of admission. Transfer students must complete a minimum of five semesters in the program.

Suggested course programs also appear on the following pages. The core courses account for 67 of the 120 credits needed for graduation, the selected subject concentration accounts for 12 credits, and 18 credits are allotted for distributive electives. The remaining 23 credits may be earned in courses chosen from the offerings of any college of the university, provided that the customary requirements for admission to such courses are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere or who propose to attend any other university, with the expectation that the credit earned will be counted toward the Cornell degree in hotel administration, must obtain the approval of the school in advance. Without advance approval, such credit may not count toward the degree.

Credit earned in military science, aerospace studies, or naval-science courses may be counted in the 23-credit group of free electives.

All students are required by the university to take two courses in physical education, but no credit toward the academic degree is allowed for these courses.

Grading System

Letter grades ranging from A+ to F are given to indicate academic performance in each course. These letter grades are assigned a numerical value for each term average as follows: A is equivalent to 4.0; B to 3.0; C to 2.0; D to 1.0; F to 0. For good standing, the student must maintain a minimum average of 2.0. To graduate, a cumulative average of 2.0 and a final-term average of 2.0 are required as minimums. Of the free-elective courses, a maximum of 4 credits each term may be taken on a "satisfactory-unsatisfactory" (S-U) basis.

Students whose term averages are at least 3.3 and who took at least 12 credits of letter grades with no unsatisfactory or incomplete grades are honored by being placed on the Dean's List.

Practice-Credit Requirement

As part of degree requirements, undergraduates enrolled in the School of Hotel Administration must complete a specific set of practice-credit requirements. These requirements are set forth in the *Practice Credit Work Handbook for Undergraduates in the School of Hotel Administration*. The school registrar distributes copies of this document upon request to enrolled students.

A limited number of upperclass students are encouraged to enroll in management-intern programs that entail six to eight months of on-the-job managerial instruction and experience. For the details on these programs, see the section "Directed Study" on the following pages.

Course Requirements for Graduation

<i>Required courses</i>	<i>Credits</i>
Operation Management: Hotel Administration 103, 303, 403	9
Human-Resources Management: Hotel Administration 211, 212	6
Financial Management: Hotel Administration 225, 226, 325	10
Food and Beverage Management: Hotel Administration 136, 236, 335	12
Marketing and Tourism: Hotel Administration 243	3
Properties Management: Hotel Administration 255, 355	6
Communication: Hotel Administration 165, 365	6
Information Technology: Hotel Administration 174	3
Law: Hotel Administration 387	3
Quantitative Methods: Hotel Administration 191	3
Economics: Economics 101, 102	6
<i>Specifically required credits</i>	67
<i>Concentration</i>	12
<i>Distributive electives</i>	18
<i>Free electives</i>	23
Total credits required for graduation	120

UNDERGRADUATE PROGRAM OF STUDY

The undergraduate curriculum of the School of Hotel Administration is continually being revised and expanded. In some cases, the numbers of old and new courses overlap. Class meeting times for the hotel school are not listed in this edition of this catalog. All meeting times and more detailed information about the courses may be found in the hotel school's *Course Supplement*, which is issued each semester. It is available from the hotel school registrar, room 178 Statler Hall (telephone 255-3739).

Typical Course Sequences

The following arrangements of courses tend to be more fixed in the freshman and sophomore years, with a greater degree of flexibility characterizing the upperclass years.

Freshman Year

Typically, a freshman schedule will consist of 14 to 16 credits each term, to include the following:

<i>Required courses</i>	<i>Credits</i>
H Adm 103, Principles of Management	3
H Adm 136, Food and Beverage Management	4
H Adm 165, Managerial Communication: Writing Principles and Process	3
H Adm 174, Microcomputing	3
H Adm 191, Quantitative Methods	3
Econ 101, Microeconomics	3
Econ 102, Macroeconomics	3
Distributive electives	6
Free electives	0-4
	28-32

Sophomore Year

<i>Required courses</i>	<i>Credits</i>
H Adm 211, Human-Resources Management	3
H Adm 212, Human Relations Skills	3
H Adm 225, Financial Accounting	3
H Adm 226, Financial Management	4
H Adm 236, Culinary Theory and Practice	4
H Adm 243, Principles of Marketing	3
H Adm 255, Hospitality Facilities Development and Planning	3
Distributive electives	3-6
Free electives	3-6
	29-35

Junior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 303, Organizational Processes and Design	3
H Adm 325, Hospitality Financial Management	3
H Adm 335, Restaurant Management	4
H Adm 355, Hospitality Facilities Construction and Operation	3
H Adm 365, Managerial Communication: Principles and Practices	3
H Adm 387, Business and Hospitality Law	3
Concentration	6
Free electives	3-6
	28-31

Senior Year

<i>Required courses</i>	<i>Credits</i>
H Adm 403, Integrative Senior Requirement	3
Concentration	6
Free electives	15-26
	24-35

Programs in Special Areas

While completing the required courses leading to the bachelor's degree, undergraduates in the school must also select a concentration: 12 elective credits in a major area of instruction. These include operation management, human-resources management, financial management, food and beverage management, marketing, properties management, and communications and hospitality management (self-directed study).

When students select one of these major fields of concentration, they should consult the coordinator of instruction in that area during the sophomore year to plan the sequence of elective courses that will best fit their program.

A list of elective courses offered in the school's special areas of instruction is provided below.

Elective Courses in Hotel Administration

The following is a list of courses currently offered within the School of Hotel Administration that may, as appropriate, be used in partial or full satisfaction of the free-elective allocation or the requirements for the specified area of concentration.

The first digit of the course number is in general indicative of the level of the course; the second digit indicates the curricular area, according to the following scheme:

First digit

- 1—freshman/introductory
- 2—sophomore
- 3—junior
- 4—senior
- 5—provisional course offering
- 6—undergraduate independent study
- 7—graduate

Second digit

0—operation management	
1—human-resources management	
2—financial management	
3—food and beverage management	
4—marketing and tourism	
5—properties management	
6—communication	
7—information technology/computers	
8—law	
9—other	
<i>Operation Management</i>	<i>Credits</i>
H Adm 102, Distinguished Management Lectures	1
H Adm 203, Club Management	2
H Adm 304, Rooms-Division Management	2
H Adm 305, Resort and Condominium Management	3
H Adm 306, Franchising in the Hospitality Industry	2
H Adm 401, Seminar in Management Principles	2
H Adm 402, Hospitality Management Seminar	1
H Adm 404, Management Organization of the Small Business	3
H Adm 405, Management Planning for the Hospitality Industry	3
H Adm 406, Integrated Studies in the Hospitality Industry	3
H Adm 407, Seminar in Hotel Operations	2
H Adm 408, Casino Management	2
H Adm 409, Airline Management	3
H Adm 501, Creative Management for Organizational Change	3
H Adm 600, Undergraduate Independent Study—Operation Management	V*
H Adm 601, Management Intern Program I—Operations	6
H Adm 602, Management Intern Program II—Academic	6
H Adm 603, Hotel Ezra Cornell	V*
H Adm 700, Graduate Independent Research—Operation Management	V*
<i>Human Resources Management</i>	<i>Credits</i>
H Adm 313, Training in the Hospitality Industry	3
H Adm 414, Organizational Behavior and Small-Group Processes	3
H Adm 416, Special Studies in the Management of Human Resources	3
H Adm 511, Current Problems in the Management-Labor Relationship	2
H Adm 512, Managing Organizational Change and Productivity	3
H Adm 513, Situational Leadership and Organizational Behavior	2

H Adm 610, Undergraduate Independent Study—Human Resources Management	V*
H Adm 710, Graduate Independent Research—Human Resources Management	V*
H Adm 711, Negotiations in the Service Industry	3
<i>Financial Management</i>	<i>Credits</i>
H Adm 120, Survey of Financial Management	2
H Adm 123, Financial Accounting Principles	3
H Adm 321, Hospitality Management Contracts	1
H Adm 322, Investment Management	2
H Adm 323, Hospitality Real-Estate Finance	3
H Adm 326, Corporate Finance	3
H Adm 328, Advanced Hospitality Managerial Accounting	3
H Adm 421, Internal Control in Hotels	2
H Adm 422, Taxation and Management Decisions	3
H Adm 620, Undergraduate Independent Study—Financial Management	V*
H Adm 720, Graduate Independent Research—Financial Management	V*
H Adm 724, Analysis and Interpretation of Financial Statements	3
H Adm 729, Hospitality Investments and Portfolio Management	3
<i>Food and Beverage Management</i>	<i>Credits</i>
H Adm 336, Principles of Nutrition	3
H Adm 337, The Composition and Properties of Food	4
H Adm 338, Nutrition and Fitness in the Resort Hotel and Spa Industry	3
H Adm 339, Airline Food-Service Management	3
H Adm 430, Introduction to Wine and Spirits	2
H Adm 431, Seminar in Independent Restaurant Operations Management	3
H Adm 433, Food-Service Management in Business, Industry, and Health-Care Facilities	3
H Adm 434, Desserts Merchandising	3
H Adm 435, Selection, Procurement, and Supply Management	3
H Adm 436, Beverage Management	2
H Adm 437, Seminar in Culture and Cuisines	3
H Adm 530, The Restaurant in Society	3
H Adm 532, Seminar in Chain-Restaurant Operations Management	3
H Adm 533, Current Issues in Food Safety and Sanitation	3
H Adm 538, Gastronomy—Understanding Food-and-Wine-Pairing Principles	2
H Adm 630, Undergraduate Independent Study—Food and Beverage Management	V*

H Adm 730, Graduate Independent Research—Food and Beverage Management	V*
<i>Marketing and Tourism</i>	<i>Credits</i>
H Adm 244, Tourism I	3
H Adm 245, Hotel Sales Management	2
H Adm 441, Advertising Strategies	3
H Adm 444, Tourism II	3
H Adm 449, International Marketing	3
H Adm 541, Marketing Communications Strategy	3
H Adm 542, Marketing Communications Media	3
H Adm 543, Marketing Research	3
H Adm 544, Services Marketing	3
H Adm 548, Marketing Practices in the Casino Industry	2
H Adm 640, Undergraduate Independent Study—Marketing and Tourism	V*
H Adm 740, Graduate Independent Research—Marketing and Tourism	V*
H Adm 742, Strategic Marketing Planning in the Hospitality Industry	3
<i>Properties Management</i>	<i>Credits</i>
H Adm 256, Insurance and Risk Management	3
H Adm 350, Principles of Real Estate	3
H Adm 351, Hospitality Facilities Design and Analysis	3
H Adm 352, Hotel Planning and Interior Design	3
H Adm 353, Introductory Food-Service Facilities Design	3
H Adm 356, Hospitality Risk Management	3
H Adm 358, Hospitality-Industry Real Estate	3
H Adm 451, Seminar in Properties Management	1
H Adm 453, Advanced Food-Service Facilities Planning and Design	3
H Adm 454, Restaurant Planning	3
H Adm 456, Hospitality Facilities Management	3
H Adm 457, Advanced Development and Construction	3
H Adm 554, Mixed-Use Development	2
H Adm 650, Undergraduate Independent Study—Properties Management	V*
H Adm 750, Graduate Independent Research—Properties Management	V*
<i>Management Support—Communications</i>	<i>Credits</i>
H Adm 266, Intermediate French: Le Francais de l'Hotellerie	3
H Adm 267, Intermediate Spanish: Espanol de Hoteleria	3
H Adm 364, Advanced Business Writing	2
H Adm 562, Special Topics in Communication	V*

H Adm 660, Undergraduate Independent Study—Communication	V*
H Adm 760, Graduate Independent Research—Communication	V*
H Adm 761, Organizational Communication for Managers	3
<i>Management Support—Information Technology</i>	<i>Credits</i>
H Adm 170, Macintosh Tools	3
H Adm 171, Keyboarding on the Macintosh	2
H Adm 274, Hotel Computing Applications	3
H Adm 374, End-User Business Computing Tools	3
H Adm 571, Analysis and Design of Information Systems	3
H Adm 572, Development of Decision Support Systems	3
H Adm 670, Undergraduate independent Study—Information Technology/Computers	V*
H Adm 770, Graduate Independent Research—Information Technology/Computers	V*
<i>Management Support—Law</i>	<i>Credits</i>
H Adm 283, Law of Securities Regulation	1
H Adm 385, Law of Business I	3
H Adm 486, Historical Introduction to Public Hospitality Law (summer only)	3
H Adm 487, Real-Estate Law I	2
H Adm 680, Undergraduate Independent Study—Law	V*
H Adm 780, Graduate Independent Research—Law	V*
<i>Management Support—Other</i>	<i>Credits</i>
H Adm 490, Housing and Feeding the Homeless	4
H Adm 599, Development and Management of Wellness in Business Organizations	3
H Adm 690, Undergraduate Independent Study—Management Support (General)	V*
H Adm 790, Graduate Independent Research—Management Support (General)	V*

*Variable.

Foreign Languages

Mastery of a foreign language is particularly desirable for students who are planning careers in the hotel or restaurant industries. Foreign language study at Cornell is characterized by small classes and emphasis on the spoken language. Students supplement their course work with study in a well-equipped language laboratory.

Further information on foreign language courses at Cornell, and placement in language courses, may be found in this book in the College of Arts and Sciences program description under the Modern Languages, Literature, and Linguistics section and also under the section Advanced Placement for Freshmen.

GRADUATE CURRICULUM

The school's programs for advanced degrees include those of Master of Professional Studies, Master of Science, and Doctor of Philosophy. For further information on graduate programs, consult the school's graduate catalog (available in room 172 Statler Hall); contact Professor John E. H. Sherry, the school's graduate faculty representative; or see the university's *Announcement* from the Graduate School.

Candidates for the Master of Science or Doctor of Philosophy degrees should refer to the admission and degree requirements set forth in the *Announcement*. The student's program is developed with the aid and direction of a special committee chosen by the student from members of the Graduate Faculty. This committee also approves the thesis project.

Candidates for the Master of Professional Studies (M.P.S.) degree pursue one of four tracks in their graduate studies. Students whose undergraduate degrees are in areas other than hotel administration follow track I, for which the required two-year program is set forth below.

The curricula for M.P.S. tracks II and III are specifically designed for each student, based on previous experience and career goals. Students who hold four-year degrees in hotel administration from an institution other than Cornell qualify for the track II curriculum. A minimum of three residence units and 48 credits are required to complete track II. Track II students must take 12 credits in a concentration, 6 credits of monograph, 16 elective credits, and any required courses not yet completed prior to their arrival.

Track III is for students who hold a Bachelor of Science degree in hotel administration from Cornell. Two residence units and 32 credits are required to complete track III. Track III students must take 12 credits in a concentration, 6 credits of monograph, and 14 elective credits.

Track IV is for students who hold a master's degree and have no prior degrees in hotel administration. Three residence units and a minimum of 48 credits are required (if no required courses are exempted, 50 credits may be necessary to complete the program). Track IV students must take 12 credits in a concentration, 6 credits of monograph, prerequisites, and any required courses not yet completed.

All students are required to designate an area of concentration before their next-to-last term.

Each student also writes an investigative report or monograph, under the guidance of an adviser, to meet requirements for the M.P.S. degree.

Required Program for M.P.S. Track I Students

<i>Required courses</i>	<i>Credit</i>
H Adm 705, Business Policy	3
H Adm 718, Advanced Human-Resources Management	3
H Adm 725, Graduate Managerial Accounting in the Hospitality Industry	3
H Adm 726, Graduate Corporate Finance	3
H Adm 731, Graduate Food and Beverage Management	3

H Adm 732, Graduate Restaurant Management	3
H Adm 741, Graduate Marketing Management	3
H Adm 751, Project Development and Construction	3
H Adm 774, Information Systems for Hospitality Managers	3
H Adm 791, Graduate Quantitative Methods	3
H Adm 805, M.P.S. Monograph 1	3
H Adm 806, M.P.S. Monograph 2	3
<i>Specifically required credits</i>	36
<i>Concentration credits</i>	12
<i>Free elective credits</i>	16
Total credits required for M.P.S. Track I students	64

DIRECTED STUDY

Independent Research

Students may conduct independent research (directed study) projects in any academic area of the school under the direction of a faculty member. Credit is arranged on an individual basis. Only the first 3 credits of directed study may be credited against concentration credits during the undergraduate years. Additional directed study is credited against free electives. To enroll in an independent research project, students must obtain written permission from the school before course registration.

Management-Intern Program

This program is open only to upperclass students. Students accepted into the program earn 12 credits, which can be applied as free electives. With faculty approval some credits might be applied toward a concentration. Students enrolled in this program have an opportunity to combine managerial readings and previous course work with challenging work experience. Application for admission should be made one semester in advance. Guidance is provided by school staff members under the direction of a faculty committee. Management-intern positions are available at many locations worldwide, including several on the Cornell campus. Students receive both academic credit and practice credit, and appropriate financial remuneration for the period of the program. The student is charged reduced tuition.

Study Abroad

Programs providing an opportunity to study in a foreign country and develop an awareness of the international component of the hospitality industry can contribute to each student's total educational experience. Students in recent years have studied in Italy, Spain, France, and England. Information on the many study-abroad programs operating during the summer and academic year is available at the University Career Center (in Sage Hall).

Students should discuss their plans with the school's study-abroad representative, Professor William Kaven, so that all petition and credit-evaluation procedures are followed.

OPERATION MANAGEMENT COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

100 Principles of Management

Fall. 3 credits. Limited to DUS students, non-hotel school students, and transfer students. Required for transfer students. A systems approach to understanding the nature of management in the hotel and restaurant industries.

102 Distinguished Management Lectures

Fall. 1 credit. Limited to hotel school students except by written permission. Elective. A series of lectures given by nonresident speakers prominent in the hotel and restaurant industries or allied fields. Topics include career ladders, company profiles, and business-policy formulation.

103 Principles of Management

Fall. 3 credits. Limited to hotel school freshmen. Required. A systems approach to understanding the nature of management in the hotel and restaurant industries.

203 Club Management

Fall, 7 weeks only. 2 credits. Elective. The private-membership club and how it differs from other forms of business in the hospitality industry. Topics include constitution and by-laws issues, administration and interface with board of directors and committees, recreation management, labor management, and marketing of major tournaments.

303 Organizational Processes and Design

Fall or spring. 3 credits. Limited to 65 students. Required. This course focuses on the design, development, and appropriateness of organizational systems, processes, and structures from a managerial perspective. Students will become familiar with alternative organizations, including hospitality organizations, through readings, case studies, and field experiences.

304 Rooms-Division Management

Fall, second 7 weeks only. 2 credits. Elective. An introductory course concentrating on the fundamentals of rooms-division management. Areas of concentration include front-desk operations and the reservations, housekeeping, and telephone departments. Particular emphasis on selling strategies, forecasting, rate efficiencies, labor management, and guest relations.

305 Resort and Condominium Management

Fall. 3 credits. Not open to freshmen. Elective. A lecture course in the operation of resort hotels and condominiums. Resorts of various types, seasons, and economic levels are considered. Emphasis is on the promotion of business, the provision of facilities, services, and guest entertainment. Contract and noncontract relationships with the travel industry are reviewed. Terminology, rental-pool agreements, S.E.C. regulations, state statutory requirements, developer-management-owner contracts, and relationships in condominiums are reviewed. Tax implications

of both condominium ownership and management are fully considered.

306 Franchising in the Hospitality Industry

Spring, weeks 1-7. 2 credits. Prerequisite: H Adm 226. Elective. Relationships between franchisor and franchisee, advantages and disadvantages of franchising, structure and services offered by franchisors. Case studies of leading lodging and restaurant companies currently offering franchises will be discussed. Guest speakers from the franchising industry.

402 Hospitality Management Seminar

Fall. 1 credit. Limited to 20 seniors and graduate students. Elective. A weekly meeting with the H Adm 102 speaker of the week. The subject matter varies from week to week, depending on the area of expertise of the speaker. The class is relatively unstructured, and students are expected to ask questions and enter into discussion.

403 Integrative Senior Requirement

Fall or spring. Required. The integrative senior requirement ensures that hotel school students have an interdisciplinary overview of hospitality-industry operations prior to graduation. Courses 404, 405, 406, 407, 431, and 503 provide this overview, and any one of them will satisfy the course requirement. The credit earned by the student is the credit assigned to the course selected.

404 Management Organization of the Small Business

Fall or spring. 3 credits. Limited to 20 juniors, seniors, and graduate students. Prerequisite: H Adm 325 or equivalent. Elective. The course focuses on the entrepreneur and the decisions made in planning, financing, developing, and operating a new business venture. Case studies and guest speakers will be used. There will be one major term project, which will require the application of the course material to a field consulting project that will result in written and oral reports to the owner of the business and the Small Business Administration.

405 Management Planning for the Hospitality Industry

Spring. 3 credits. Limited to 25 hotel school students. Prerequisites: all required undergraduate courses at the 100, 200, and 300 levels. Elective. The course adopts a managerial perspective to examine the concept of strategic management, including the determination, formulation, implementation, and evaluation of strategic management in the hospitality industry at both the corporate and business-unit level. Class discussion is encouraged.

406 Integrated Studies in the Hospitality Industry

Fall or spring. 3 credits. Limited to 18 seniors and graduate students. Elective. Analysis of case studies involving issues of business strategy, human relations, administration, marketing, and finance. Students will apply course principles through participation in a management simulation exercise. Student groups will make presentations to guest critics.

407 Seminar in Hotel Operations

Spring. 2 credits. Limited to 30 seniors and graduate students. Estimated cost of field trip, \$100. Elective. Management theory and practice of hotel operations. How to inquire carefully into real hotel situations will be a major focus of this course. Students will be actively involved in writing and discussing cases on current operations issues.

408 Casino Management

Fall and spring, weeks 1-7. 2 credits. Limited to 50 students. Prerequisite: H Adm 325, 725, or permission of instructor. Estimated cost of field trip, \$150. Elective. Topics include the importance of casino operations with a casino hotel and the communication network between the casino and all other departments of the hotel. A field trip to an Atlantic City casino is required.

409 Airline Management

Spring. 3 credits. Limited to 25 students. Prerequisites: H Adm 211 and 212 or written permission of instructor. Fulfills integrative senior requirement. Elective. This course focuses on the airline industry and explores both pre- and post-regulatory climates. Emphasis is on dynamic organizational change in response to fluctuating economic and legal conditions. Topics include business organization, comparative corporate strategies, marketing and distribution networks, operation and service management, union relations, finance, government regulation, and air transport. Case studies will be used and guest lecturers will provide additional insights into the dynamics of airline management. Using the computer-based management simulation called AIRLINE, student teams will manage a regional carrier.

501 Creative Management for Organizational Change

Spring. 3 credits. Limited to 24 students. Elective. Through lectures, exercises, and group problem-solving sessions participants will analyze the characteristics of creative people and organizations, obtain an inventory of their own creative ability, examine blocks to creativity and ways to overcome them, discuss methods for leading creative problem-solving meetings, analyze strategies for producing organizational change, and apply creativity techniques to actual work problems.

503 International Management

Spring. 3 credits. Limited to seniors and graduate students. Prerequisites: H Adm 303, 165, 225, 325, or M.P.S. status. Fulfills the integrative senior requirement. Elective. The course recognizes the globalization of the industry and the importance of international management for those pursuing careers with major companies. It includes a broad overview of key environmental and cultural factors in international management; cross-cultural communication; historical, social, and ethical differences in management; labor supply issues; and issues related to expatriate management. The course format is case studies, discussions, lectures, simulations, and guest speakers.

601 Management Intern Program I—Operations

Fall, spring, or summer. 6 credits. Must be taken in conjunction with H Adm 602. Independent research. Elective.

602 Management Intern Program II—Academic

Fall, spring, or summer. 6 credits. Must be taken in conjunction with H Adm 601. Independent research. Elective.

603 Hotel Ezra Cornell

Fall or spring. Variable credit (maximum, 3). Prerequisite: written permission. Independent research. Elective.
Elected board members of Hotel Ezra Cornell may receive credit for developing, organizing, and managing the April "hotel-for-a-day" event.

705 Business Policy

Spring. 3 credits. M.P.S. requirement.
The integration and application of management concepts, theories, and practices to actual business situations. The course focuses on strategic planning and on strategy and policy implementation in the hotel and restaurant industry.

HUMAN-RESOURCES MANAGEMENT COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

210 The Management of Human Resources

Fall or spring. 3 credits. Limited to 100 non-hotel school students, no freshmen. Elective.
The course examines the role of human-resources management in organizations, starting with an introduction to the personnel function and an analysis of the social, legal, international, and competitive factors influencing HRM. The course examines the selection process, training, motivation, development, compensation, performance appraisal, and labor relations. It assumes a managerial perspective and emphasizes class discussion and case analysis.

211 Human-Resources Management

Fall and spring. 3 credits. Limited to 100 hotel school students, no freshmen or graduate students. Prerequisite: H Adm 103, H Adm 191 preferred. Required.
An introductory study of the human-resources management function, with an emphasis on issues and applications within the hospitality industry. How organizations plan, staff, train, develop, and motivate employees to use their human resources more effectively.

212 Human-Relations Skills

Fall or spring. 3 credits. Limited to 100 students, no freshmen. Prerequisite: H Adm 100 or 103, or by permission of instructor. Lab fee, \$15. Required.
Discussion and practice of human-relations skills necessary for managing people. Topics include supervising, motivating, and counseling employees; leading effective meetings; conducting creative problem-solving sessions; and time and stress management. Analysis of individual leadership skills and interpersonal and intergroup process skills will be emphasized.

313 Training in the Hospitality Industry

Spring. 3 credits. Limited to 24 students. Prerequisite: H Adm 211. Elective.
Training is a fundamental responsibility of hospitality managers and a primary solution to human-resource management problems. The training function within the hospitality industry will be analyzed, and a training and employee development model will be presented. Related subjects such as learning theories, task analysis, the writing of objectives, training methods, and program evaluation will be covered at both the conceptual and experiential levels. Students will gain experience designing and implementing a training program for a hospitality organization.

414 Organizational Behavior and Small-Group Processes

Fall or spring. 3 credits. Limited to 30 hotel school juniors, seniors, and graduate students by written permission of the instructor. Elective.
Applications of organizational behavior principles will be explored through lectures, case studies, and management games and exercises. Students will participate in experiential laboratories aimed at enhancing their effectiveness as members or leaders of groups. Topics that will be studied include leadership, decision making, motivation, power, and organizational change.

416 Special Studies in the Management of Human Resources

Fall or spring. 3 credits. Limited to seniors and graduate students, and others with permission of instructor. Prerequisite: H Adm 211. Elective.
This course surveys broad, comprehensive human-resources management policy areas (employee relations, staffing, reward systems, and work-system design) from the strategic perspective of the general manager. Case studies and industry guest speakers are utilized. In addition to diagnosing and formulating strategic management-action plans, current trends, essential competencies, and related research developments are examined.

511 Current Problems in the Management-Labor Relationship

Fall. 2 credits. Limited to juniors, seniors, and graduate students. Elective.
A seminar course addressing issues affecting industry in general, but with particular emphasis on the service industry. Topics range from wage systems to sexual harassment. The course is for undergraduate students with management career goals who wish to understand the issues facing management in a constantly changing work force and environment.

512 Managing Organizational Change and Productivity

Fall or spring. 3 credits. Limited to juniors, seniors, and graduate students. Elective.
The critical issue facing managers today is how to cope with the endless barrage of socio-technological changes that confront them daily. Effective leaders must be able to plan and implement strategies that will enable changes to be realized in organizational development processes. This course will emphasize managerial and consulting techniques to identify and bring about changes in organizations and will provide hands-on practice in the design of an improvement program as a mechanism for organizational development.

711 Negotiations in the Service Industry

Fall or spring. 3 credits. Limited to 40 juniors, seniors, and graduate students. Elective.
The course examines the roles of managers as negotiators, both within the organization and for the organization. There will be discussion of planning and preparations, tactics, strategies, trends, power, timing, persuasion, the win-win concept, and developing alternatives. Cases are used and there will be opportunity for participation in both individual and team negotiations.

718 Advanced Human-Resources Management

Fall. 3 credits. Limited to hotel school graduate students, and non-hotel school graduate students as space permits by permission of instructor. Prerequisite: H Adm 211, an I/O psychology course, or equivalent. Required.
Managers will learn to understand the complexity of their organization's circumstances, to diagnose the contemporary situation, and to accurately anticipate consequences of managerial action. It examines human-resource management policy areas (planning, labor/employee relations, managerial effectiveness, reward systems, and employee development) from the general manager's perspective within the hospitality/service industry. Besides formulating integrated strategic action plans, current trends, essential competencies, and related research developments will be discussed.

FINANCIAL MANAGEMENT COURSES

120 Survey of Financial Management

Fall or spring. 2 credits. Limited to non-hotel school students. Elective.
A survey of accounting principles; organization of corporations; financial statement analysis and an introduction to managerial decision-making techniques. Emphasis is on analysis and decision making.

123 Financial Accounting Principles

Fall or spring. 3 credits. Limited to non-hotel school students. Elective.
An introduction to the basic principles of accounting, involving transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

125 Finance

Fall or spring. 3 credits. Limited to non-hotel school students. Prerequisite: H Adm 123. Elective.
The course examines fundamental concepts and techniques related to business finance, such as financial statement analysis, time value of money, financial markets, risk, valuation, cost of capital, and capital budgeting.

225 Financial Accounting

Fall. 3 credits. Limited to hotel school students. Required.
The basic principles of accounting, including transaction analysis, flow of accounting data to the financial statements, and careful consideration of accounting for revenues, expenses, assets, liabilities, and owner's equity.

226 Financial Management

Spring. 4 credits. Limited to hotel school undergraduates. Limited to 50 students per lab. Prerequisite: H Adm 225 or equivalent. Required.

The course facilitates a broad understanding of both managerial accounting and finance. The overall objective is to develop skill in using accounting information for managerial planning, control, and evaluation and to learn to incorporate accounting knowledge into a framework for short-term and long-term financial decision making. Topics include budgeting, current asset management, short- and long-term financing, capital structure, capital budgeting, cost of capital, and specific applications of all topics to issues in the financial structure of the hospitality industry.

321 Hospitality Management Contracts

Spring, last 7 weeks. 1 credit. Elective. The negotiation and administration of hospitality management contracts are discussed with emphasis on contract concerns of owners, operators, and lenders; financial assessment of owner and operator returns; development of negotiation strategies; and alternative forms of operating agreements.

322 Investment Management

Fall or spring. 2 credits. Limited to juniors, seniors, and graduate students. Elective. The course covers institutional and analytical aspects of security analysis and investment management: securities markets, sources of investment information, bonds and stocks valuation, risk-return analysis, behavior of security prices, portfolio analysis, and portfolio management. The course also covers the capital asset pricing theory, the generic stock investment strategy, the screen-to-profile approach, ranked order analysis, and their practical implications for security analysis and investment management. Computer-assisted analysis is discussed and applied in a realistic manner, using large databases and interactive screening computer packages. No previous knowledge of computers is required. Students participate in an investment game in which they select and manage large portfolios under real-life conditions.

323 Hospitality Real-Estate Finance

Spring. 3 credits. Prerequisite: H Adm 325 or equivalent. Elective. Methods of analyzing real-estate returns for both owners and lenders and various equity and debt structures, to include: joint ventures; limited partnerships; syndications; construction mortgages; "permanent" debt financing vehicles, to include participating, convertible, seller-financial, and government-assisted loans and mortgages; work-out strategies for distressed properties; and analysis of various forms of operating agreements, to include management contracts, leases, franchises, and referral agreements. Presentations by hospitality-industry real estate practitioners tie course material to current industry practices.

325 Hospitality Financial Management

Fall. 3 credits. Required. The course integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality-industry situations. Specific topics include uniform system of accounts, revenue and expense tracking and internal control, accounting systems, ratio and comparative analysis, capital budgeting decision making, equity and debt-financing structures, and operating agreement

forms. Students analyze hospitality operations and projects using the above techniques and present their findings in management report form.

326 Corporate Finance

Fall. 3 credits. Limited to juniors and seniors. Prerequisite: H Adm 222 or equivalent. Elective (concentration requirement). In-depth analysis of corporate financial management, including working capital strategy, cash management, marketable security management, inventory management, short-term financing, cost of capital calculation, capital budgeting decisions, and risk analysis, as well as special topics in finance. All course material and outside readings will relate the above topics to specific problems, issues, and solutions applicable to the hospitality industry.

328 Advanced Hospitality Managerial Accounting

Spring. 3 credits. Prerequisite: H Adm 225 and 226 or equivalent. Elective. Emphasis is on the use of accounting information for managerial planning, control, analysis, and evaluation. Included are the principles of managerial accounting, cost allocation, management control, models for decision making, and the special topics of joint products and by-products, transfer pricing, responsibility accounting, and performance measurement. The course explores the application of managerial accounting concepts to the hospitality industry. Case studies are used.

421 Internal Control in Hotels

Spring. 2 credits. Limited to 30 juniors, seniors, graduate students, and others who have permission of the instructor. Prerequisite: H Adm 325 or 725, or equivalent. Elective. Discussion of problems encountered in distributing the accounting and clerical work in hotels and restaurants so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control are examined.

422 Taxation and Management Decisions

Fall. 3 credits. Limited to 50 juniors, seniors, and graduate students. Elective. An introduction to tax advantages and disadvantages of various organizational structures, including corporations, partnerships, and Subchapter S corporations; financial-information reporting to tax authorities and shareholders and how they differ; use of depreciation methods to achieve tax reductions; syndication techniques; and the role tax laws play in promoting private investment and development.

522 Hospitality Revenue Management

Fall. 3 credits. Limited graduate students, and seniors by permission of professor. Prerequisite: background in economics, marketing, or finance. Elective. The course covers new techniques in hotel and restaurant pricing policies, including pricing theory as applied to the service industry, the ideal pricing system, the concept of revenue management, implementing revenue management, the diagnostic system, the cost and demand sides, the simultaneous solution, multipricing systems, market segmentation, product differentiation, price discrimination, feedback mechanisms, and update and control.

New computer programs for revenue and yield management will be critically evaluated.

523 Financial Management Policy

Fall and spring. 3 credits. Limited to seniors and graduate students. Prerequisites: H Adm 326, 726, or equivalent. Elective. Topics of interest to the financial policy maker are discussed and analyzed, including issues facing financial decision makers that often have no simple answer. Topics include working capital policy, the capital structure decisions in a dynamic framework, debt capacity, lease vs. buy analysis, dividend and retention decisions, project feasibility assessment, the owner/operation decision and agency relationship, public/private decisions and market timing, restructuring in the hospitality industry, and creative financing techniques.

524 Short-Term Asset Management

Spring. 3 credits. Limited to juniors, seniors, and M.P.S. students. Prerequisite: H Adm 191, 325, or permission of instructor. Elective. Concepts and techniques relevant to short-term decision making are emphasized. Topics include cost concentration and disbursement systems, cash forecasting and budgeting, liquidity, accounts receivable and inventory management, hedging interest rates and exchange risks, trade credit, and international working-capital management.

724 Analysis and Interpretation of Financial Statements

Fall. 3 credits. Limited to seniors and M.P.S. students. Elective.

The course covers the financial accounting issues that are encountered in reporting the results of operations for corporate enterprises. Accounting principles as well as future extensions are explored and discussed. Emphasis is on the components of financial statements, how and why they are reported, and their impact on the overall financial position of the firm and its acceptance in capital markets. The underlying objective of the financial statement expertise is to analyze a firm as a whole and interpret that analysis. Emphasis is on both outsiders' views of the company and decision making through interpretation of the statements.

725 Graduate Managerial Accounting in the Hospitality Industry

Fall. 3 credits. M.P.S. requirement. Hotel and restaurant accounting systems that provide decision-making information to management are reviewed. Methods of operational analysis for hospitality properties are evaluated and utilized to include ratio, comparative, and cost-volume-profit analyses. Other topics include internal control, operational budgeting, and the use of feasibility studies in long-term capital-budgeting decisions. The student's ability to effectively communicate analytical results will be demonstrated.

726 Graduate Corporate Finance

Spring. 3 credits. Limited to graduate students. Prerequisite: H Adm 726. Recommended: knowledge of algebraic techniques and elementary statistics (students who have not recently had a statistics course are urged to study review books in mathematics and elementary statistics). M.P.S. requirement. An introduction to the principles and practices of business finance, including the development of theory and its application in real-life projects. Topics include risk analysis, valuation concepts, capital budgeting, cost of capital, capital structure, dividend policy, long-term financing, financial planning, short- and intermediate-term financial management, and mergers and consolidations. Computer-assisted decision support models are applied in a realistic manner using interactive packages. The course assumes knowledge of quantitative techniques and basic statistics.

[729 Hospitality Investments and Portfolio Management]

Fall. 3 credits. Limited to graduate students and a limited number of undergraduates with written permission of instructor. Prerequisite: a background in economics and marketing or finance. Not offered 1990-91. Elective. New techniques in hotel and restaurant pricing policies, which include pricing theory as applied to the service industry, the ideal pricing system, and the concept of revenue management. Also included is the implementation of revenue management: the diagnostic system, the cost side, the demand side, the simultaneous solution, multi-pricing systems, market segmentation, product differentiation, price discrimination, the feedback mechanism, and update and control. New computer programs for revenue and yield management will be critically evaluated.]

FOOD AND BEVERAGE MANAGEMENT COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

136 Food and Beverage Management

Fall or spring. 4 credits. Limited to hotel school students. Required. An introduction to the principles of food and beverage management, beginning with an overview of the food-service industry at large. Attention is focused on major industry segments, business practices, and trends. Subsequently, detailed consideration is given to the components of the food-service system: marketing, menu planning, logistical support, production, service, controls, and quality assurance. Product and systems differentiation in various industry segments are emphasized throughout.

[234 Food and Beverage Control]

Fall or spring. 2 credits. Limited to hotel school students. Not offered 1990-91. Elective.

This course is designed to acquaint students with the theory and techniques of controlling food, beverage, and related labor costs in hotels and restaurants. The emphasis is on the duties and responsibilities of the food and beverage controller, analyst, and/or manager. Case studies and typical industry situations supplement required projects.]

236 Culinary Theory and Practice

Fall or spring. 4 credits. Prerequisite: H Adm 136 or permission of instructor. Required. This course is designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety and sanitation. Students will prepare recipes, menus, and production schedules. Students will develop the ability to recognize properly prepared foods through preparing, tasting, and evaluating foods. They will also develop an awareness of potential production problems and how to troubleshoot them.

335 Restaurant Management

Fall or spring. 4 credits. Limited to hotel school students. Prerequisites: H Adm 136 and 236. Approximate cost of utensils and manual, \$60. Required.

A restaurant-management course in which each student participates as a manager of an upscale, full-service restaurant operation. Lectures cover topics related to the general management of restaurants, including issues in defining a service philosophy, improving profit margins, securing adequate labor supplies, identifying target markets, and planning for organization growth. Many aspects of production and service in an upscale setting will be experienced, discussed, and demonstrated. The laboratory is based on a hands-on managerial component, from which students become familiar with the various requirements for success of each of the line positions in a restaurant. A significant responsibility of each student is the preparation of a planning and summary report.

336 Principles of Nutrition

Fall. 3 credits. Prerequisites: H Adm 136 and 236, or permission of instructor. Field trip, \$40. Elective.

Designed especially for students interested in planning menus to meet the nutritional needs of the dining public. Students learn how to market healthful foods and study computer nutrient data bases, nutrition labeling, truth in menus, special diets, fad diets, and the current and future nutritional needs of the population. Discussions include how to counteract the public's misconceptions and myths. Laboratory sessions emphasize creative production of high-quality, nutritious, safe food.

337 The Composition and Properties of Food

Fall. 4 credits. Prerequisite: H Adm 236. Elective.

A study of the chemical and microbial properties of raw and cooked foods used and served in the food-service industry. Lectures cover the chemistry of water, carbohydrates, fats, and proteins in relation to food groups. Labs provide the opportunity to produce menu items and to relate food-production techniques to material presented during lectures. Emphasis is placed on development of the student's sensitivity to flavor, texture, aroma, and appearance, and on awareness of food safety.

338 Health and Fitness in the Resort Hotel and Spa Industry

Spring. 3 credits. Limited to 45 juniors, seniors, and graduate students. Field trip, \$40. A previous course in nutrition, health, or related field is helpful but not required. Elective.

Especially designed for students who are interested in the fitness and nutrition trend in

restaurants, resorts, and hotels. Nutritious menu design and the design of fitness programs, equipment, and facilities will be emphasized. Personnel required and legal, medical, and managerial implications will be discussed. Guest speakers from various spas, wellness centers, and fitness centers will be included. Assessing personal fitness levels is included.

339 Airline Food-Service Management

Fall. 3 credits. Limited to juniors, seniors, and graduate students. Field trip, \$50. Elective. Airline food service, unique in the food and beverage industry, involves a thorough knowledge of the airline industry and depends on the state of the economy, the financial success of the airline industry, and economies of scale. Students study the planning of airline meals, their production by vendors, their distribution by specialized companies, and their assembly and delivery by caterers. A field trip to an airline's hub city enables students to visit flight kitchens, vendors, airline representatives and distributors. Guest speakers representing various sectors of the industry (airline food and beverage managers, airline marketing personnel, entrepreneurs who provide goods and services, and in-flight catering executives) are included.

430 Introduction to Wine and Spirits

Fall or spring. 2 credits. Limited to hotel school juniors, seniors, and graduate students, and seniors and graduate students in all other colleges. All students, except those in the hotel school, must be 21 years old. S-U grades only. Elective.

An introduction to the major wine-producing regions of the world and what the consumer needs to know to purchase wines, spirits, and beers at retail outlets and in a restaurant setting. Lecture topics include flavor components in wine, pairing wine and food, responsible drinking, selecting quality and value wines, and wine etiquette. Samples from a variety of countries, regions, and vineyards are evaluated.

(Preregistered students who do not attend the first class and fail to notify the course secretary of their absence are automatically dropped from the instructors' records. The student must then follow the normal drop procedure in his or her school.)

431 Seminar in Independent Restaurant Operations Management

Fall or spring. 3 credits. Limited to 12 students. Prerequisite: written permission of instructor. Five field trips required; maximum total cost, \$250. Elective.

The course is designed for students who have a strong interest in food and beverage operations and who may be considering a career as an entrepreneur. Under the supervision of the instructor, and utilizing student-developed case studies, the students visit and analyze various independently owned restaurant operations. Analysis covers, but is not limited to, the restaurant's concept (market), organization, ownership, management, physical structure, staff, front- and back-of-the-house operations, and fiscal integrity. Readings relevant to current topics in the restaurant industry are required. Classes alternate weekly between field trips and seminar/case presentations.

433 Food-Service Management in Business, Industry, and Health Care Facilities

Spring, weeks 1-7. 2 credits. Limited to 25 juniors, seniors, and graduate students.

Prerequisites: H Adm 136 and 236. Field trip, \$150. Elective.

This course is designed to explore and analyze the food-service management in business, industry, and health-care facilities, e.g., office/industrial complexes, educational institutions, contract companies, and hospital and extended-care facilities. Characteristics of food-service organization structures, job descriptions, controls, systems design, equipment, and government/legal regulations will be presented. Course work involves readings, small investigative projects, discussions, local site visits, and a field trip.

434 Desserts Merchandising

Spring. 3 credits. Prerequisite: H Adm 236. Elective.

A hands-on course providing exposure to a variety of breads, pastries, cakes, and other desserts. Students develop production skills and an appreciation of quality and, by the end of the course, should be able to estimate the resources and time required for producing a particular recipe.

435 Selection, Procurement, and Supply Management

Spring. 3 credits. Limited to hotel school students. Prerequisite: H Adm 136 or 731. Elective.

This course assists students in developing and applying concepts of purchasing and supply management using the hotel and restaurant industries as models to understand the impact that this logistical support system has upon the long-term success of those businesses. Through lectures, discussions, and guest speakers, students are exposed to contemporary, and challenged by future, management practices and strategies used by this system. Additionally, the laboratory enables students to work with the major commodity food groups and become familiar with the market forms, quality ranges, yield, and cost considerations of those products.

436 Beverage Management

Fall or spring. 2 credits. Limited to 30 hotel school students. Prerequisite: H Adm 430. Elective (concentration requirement).

This course is designed for upper-class students who intend to pursue food and beverage as a career. The course deals specifically with the management of beverage operations. Lectures develop skills in and awareness of Dram shop; staff training and responsible customer service; beverage pricing; food and wine pairings; wine-list development; purchasing, storage, and service; wine regions; cost controls and loss prevention; and creative beverage merchandising. Guest lecturers highlight industry trends and outlooks.

437 Seminar in Culture and Cuisines

Fall. 3 credits. Limited to 20 students. Prerequisite: H Adm 236. Elective.

This seminar explores various cuisines in terms of history, lifestyle, and foods peculiar to a culture. Through readings, research, and meal preparation, students explore various cuisines in depth. The goal of the course is to develop an awareness of several international cuisines, enabling students to make comparisons and draw relationships among the food ways of different cultures. Students prepare research

reports and oral presentations, and design menus and orchestrate their preparation.

[530 The Restaurant in Society

3 credits. Not offered 1990-91. Elective.

This seminar-based course looks at the restaurant from a broad social perspective. Topics include the historical development of the restaurant; cultural, social, and psychological factors affecting the customer and server; the social world of the restaurant; and the place of the restaurant in contemporary society. Relevant implications for both management and consumer are also discussed. Students undertake research projects as part of their participation in the course.]

[532 Seminar in Chain-Restaurant Operations Management

3 credits. Prerequisite: H Adm 136 or permission of instructor. Not offered 1990-91. Additional cost for field trips. Elective.

Chain restaurants account for 40 percent of food-service industry sales and 50 percent of customer traffic. After reviewing the history and development of chain restaurants, the course concentrates on service and operations-management issues. Strategies of marketing, expansion, and diversification are discussed. Chains from different industry segments are compared. Topics include corporate versus unit-level priorities and responsibilities, marketing, site selection, menu planning, product development, production planning, facility and equipment design, and recruitment and training. Students conduct research on individual chains and report back to the class.]

533 Current Issues in Food Safety and Sanitation

Spring. 3 credits. Prerequisite: H Adm 136, 236, or permission of instructor. Elective.

A study of current issues in food safety and sanitation procedures and regulations that affect managerial decisions in food service and hospitality operations. Topics include risk assessment and hazard analysis; legal responsibilities related to food, food handlers, and equipment and facilities; food-borne illness and other public-health concerns; and certification and training. Preparation for NIFI/NRA certification and the Food Protection (ETS) certification exam is offered with this course. The exam is optional.

534 Specialty Food and Beverage Operations: Guest Chefs

Fall or spring. 3 credits. Prerequisite: H Adm 335 or 732. Elective.

The course is designed for students with a strong food and beverage orientation, especially students considering careers in the hotel food and beverage environment, or those who anticipate interacting with current culinary trends. Working in groups, students market, organize, plan, produce, serve, and prepare the financial analysis and accounting relative to four guest chef specialty production nights, and with the chef they produce a dinner at the Statler Hotel.

535 Catering Management

Fall. 3 credits. Limited to 25 students.

Prerequisite: H Adm 335 or permission of instructor. Elective.

The catering industry is among the fastest growing segments of the hospitality industry. This course examines on- and off-premise catering for business and social functions, as well as sports events and office catering. Topics include the organizational structure of catering operations; legal aspects of catering

businesses; menu design for special functions and its operational implications; marketing from a caterer's perspective; function planning and management; staff recruitment, training, and supervision; and post-event analysis.

538 Gastronomy: Understanding Food-and-Wine-Pairing Principles

Spring. 2 credits. Limited to 20 hotel school students. Prerequisites: H Adm 430 and 436 (436 may be taken concurrently). Elective.

The course is specifically designed for students entering the food and beverage industry. Through tastings, students learn the principles of pairing wine with food and how to market the concept through wine-list development, on-premise merchandising, promotional events, and staff training. Students are required to design, organize, and present wine and food tastings that are attended by industry guests. Other topics include wine and health, current and pending legislation regarding the sale and consumption of wine, and varietal characteristics of wines produced around the world.

731 Graduate Food and Beverage Management

Fall. 3 credits. Limited to hotel school graduate students. Estimated cost of field trip, \$150. M.P.S. requirement.

The course focuses on the technical, managerial, and human-resources skills needed to be successful in food-service management. Topics such as market analysis, concept development, menu planning, operations management, and marketing are addressed in a seminar format. Current and future issues affecting the food-service industry are addressed.

732 Graduate Restaurant Management

Spring. 3 credits. Limited to hotel school students. Prerequisite: H Adm 731. Estimated expense for clothing and utensils, \$95. M.P.S. requirement.

A food and beverage management course in which the class operates an upscale restaurant. The production lab allows students to rotate through the various line positions of a restaurant operation. In turn, each student serves as the manager with responsibilities for menu planning, marketing, pricing, staffing, forecasting, and profit-and-loss analysis. In-depth discussions of management issues related to restaurant operation occur during the lectures/seminars.

MARKETING AND TOURISM

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

243 Principles of Marketing

Fall or spring. 3 credits. Not open to freshmen. Required.

This course is intended to provide the undergraduate hotel administration student with an overview of the discipline of marketing as it applies to the hospitality industry. The primary aim is to understand how a marketing strategy is devised, especially the interrelationship of company objectives, internal resources, and the external operating environment. A second aim is to show how the special nature of services affects the development of marketing strategies in the hospitality industry.

244 Tourism I

Fall. 3 credits. Not open to freshmen. Elective.

An introductory course in the study of tourism. The origins and evolution of contemporary tourism are carefully examined. Students are familiarized with the various supply components of the tourism industrial base and their integration on an international scale. The effects of mass-volume tourist demand on destination development are explored through the use of selected limited case studies. A series of guest lectures by well-known experts from the travel industry highlight the economic operations and effects of tourism in both the public and private sectors.

245 Hotel Sales Management

Fall and spring. 2 credits. Elective.

The course emphasizes understanding and managing the sales function in hotels and is taught from the perspective of a director of sales. Topics include market-plan development, sales strategies, customer purchase behavior, allocation of resources, and evaluation of results. The course is normally taught by representatives of major hotel companies.

441 Advertising Strategies

Spring, weeks 1-7. 3 credits. Limited to 50 seniors and graduate students. Prerequisites: 3 credits each of psychology and marketing, or permission of instructor. Elective. The development of effective advertising strategies for consumer goods and hospitality services. Lectures focus on principles drawn from psychology, communication theory, and marketing.

444 Tourism II

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisites: H Adm 244 plus six credits in economics and/or marketing, or equivalents, or written permission of instructor. Elective.

An advanced course in the study of tourism. Emphasis is placed on the development of the tourism industrial base and development and financing of superstructure and infrastructure. Econometric model development for demand predictions are examined and analyzed. Students are expected to engage in a wide range of discussion and analysis of the effects of tourism on various environments in social and economic terms. Case studies of various tourism-generating areas are used. Occasional guest lectures are given by experts in both public and private sectors.

449 International Marketing

Fall. 3 credits. Prerequisites: H Adm 281 and 282. Elective.

This course develops students' understanding of international marketing with emphasis on hospitality-industry applications. It focuses on (1) the similarities and differences that exist between domestic and international marketing and (2) the conduct of international marketing in various segments of the world.

541 Marketing Communication Strategy

Fall. 3 credits. Limited to juniors, seniors, and graduate students. Prerequisite: a previous marketing course. Elective.

Students learn about the key variables in marketing communication and their proper application in situation analysis; determination of objectives and budgets; analysis of media resources; message creation; and organization, coordination, and evaluation of the promotional program. The course uses text material,

case studies, readings, lectures, and key speakers. Upon completion of the course the student should be able to develop, organize, and produce a credible promotion strategy and plan of action.

542 Marketing Communication Media

Spring. 3 credits. Elective.

The management of external communication programs for firms in the hospitality industry. Topics include advertising, public relations, sales promotion, direct mail, and telemarketing.

543 Marketing Research

Fall. 3 credits. Limited to 35 students. Limited to hotel school graduate students. Prerequisites: previous marketing course and 3 credits of statistics or H Adm 791. Elective.

The purchase and use of marketing research in the hospitality industry. The emphasis is on the management of the process rather than technical aspects of research methodology. Students have extensive opportunity to critique methodology, analyze data, present results, and make management recommendations.

544 Services Marketing

Spring. 3 credits. Limited to graduate students. Prerequisite: a previous marketing course. Elective.

Marketing principles applicable across the entire service sector. The marketing strategies of many service-industry firms are evaluated. New marketing approaches uniquely applicable to services are considered, as well as the reformulation of traditional principles from consumer- and industrial-goods marketing.

545 Services Marketing in the Hospitality Industry

Fall. 3 credits. Limited to hotel school students. Prerequisite: a marketing course. Elective.

This course translates the growing body of knowledge in services marketing to the development of effective management and marketing strategies for hospitality firms in competitive environments. Application of principles are emphasized through cases and a major project.

546 Marketing Planning for Hotels

Fall. 3 credits. Prerequisite: H Adm 243. Elective.

Students learn about the key variables in marketing planning and their proper application in developing a marketing plan, e.g., marketing intelligence, demand analysis, supply and competitor analysis, segment analysis, resource allocation, and action plans. The course uses text material, cases, relevant articles, lectures, and key speakers, and students learn to design and develop a comprehensive, targeted, and action-oriented marketing plan.

548 Marketing Practices in the Casino Industry

Fall. 2 credits. Limited to 25 juniors, seniors, and graduate students. Prerequisite: H Adm 243. Field trip, \$150. Elective.

An overview of the history and scope of casino marketing practices and the behavior patterns of casino players. All market segments are analyzed to determine specific marketing mixes, and appropriate strategies for individual casinos will be evaluated. During a field trip to Atlantic City students analyze the market and determine each hotel's market position. Students research an assigned casino to formulate data for a marketing plan.

741 Graduate Marketing Management

Fall. 3 credits. M.P.S. requirement.

The management of the corporate marketing function, with emphasis on firms in the hospitality industry. The emphasis is on developing students' organizational, analytical, and decision-making capabilities through involvement in case experiences. No prior marketing knowledge is assumed.

742 Strategic Market Planning in the Hospitality Industry

Spring. 3 credits. Elective.

The application of strategic management concepts and principles to marketing in the hospitality industry through lectures, discussions, and the development of case studies.

PROPERTIES MANAGEMENT COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school register in room 178 Statler Hall, telephone 255-3739.

255 Hospitality-Facilities Development and Planning

Spring. 3 credits. Required.

Through lectures and labs, the course presents an introduction to and management overview of the problems and opportunities inherent in the development, planning, and construction of hospitality facilities. Course components include the project-development sequence; conceptual and space planning; architectural, engineering, and construction criteria; the interpretation of architectural and consultant drawings; and the construction process. The emphasis is on setting appropriate requirements, understanding industry practice, and implementing decisions within a balanced design, operations, and financial framework.

256 Insurance and Risk Management

Fall and spring. 3 credits. Elective.

A comprehensive look at risk management within a general business or institutional environment. Topics to be reviewed include the risk-management process; the role of loss-exposure identification; loss-control options, including insurance and non-insurance solutions; and the general legal environment that creates a potential for loss. Students will analyze and discuss business situations from a risk-management viewpoint.

350 Principles of Real Estate

Fall and spring. 3 credits. Elective.

This course approaches real estate from four perspectives: legal, economic, financial, and business. Understanding these perspectives will enable students to make better investment and financing decisions, to use real-estate resources wisely, to understand public-policy issues, and to be prepared for additional courses in real-estate investment, finance, and development.

351 Hospitality Facilities Design and Analysis

Fall. 3 credits. Prerequisite: H Adm 255 or 751 or permission of instructor. Elective (concentration requirement).

A lecture-studio course dealing with property development, planning, and design by focusing on the interpretation and analysis of restaurant and hotel plans. Students learn basic graphics techniques and apply them to planning problems for hospitality facilities.

352 Hotel Planning and Interior Design

Spring. 3 credits. Prerequisite: H Adm 351. Minimum cost of required field trip, \$200. Elective.

A project course concerned with hotel planning, interior design, and renovation. Students establish the operator's criteria for the design of hotel guest rooms and public areas, prepare budgets, and develop preliminary conceptual designs leading to a substantial graphic presentation at the end of the term. Drawing ability is essential.

353 Introductory Food-Service Facilities Design

Spring. 3 credits. Limited to 15 students.

Prerequisites: H Adm 351 and 335 for undergraduate students, H Adm 732 for graduate students; coregistration in H Adm 335 or 732 is acceptable; all others by written permission of instructor. Elective.

The course reviews basic concepts of food-service facilities design and planning, including space allocation, work flow, and equipment selection. In lectures and labs students plan, design, prepare drawings, and write specifications for a medium-size restaurant kitchen.

355 Hospitality Facilities Construction and Operation

Fall. 3 credits. Required.

An overview of the operation of hospitality facilities, including operating costs for various types of facilities, types and characteristics of major building systems, and the responsibilities of the engineering and maintenance departments. The renovation needs of hospitality facilities are examined and key managerial aspects of renovations are considered.

356 Hospitality Risk Management

Spring. 3 credits. Elective.

The identification and management of risk associated with fire, security, and safety problems. Topics include design, equipment, staffing, employee training, emergency preparedness, and basic elements of insurance coverage.

358 Hospitality-Industry Real Estate

Spring. 3 credits. Prerequisite: H Adm 350. Elective.

The role of real estate as a factor in the production of income of hospitality businesses and the importance of real-estate asset management in increasing hospitality-corporation shareholder wealth are discussed and analyzed. The process of real-estate valuation and current issues in the valuation of hospitality properties are examined.

451 Seminar in Properties Management

Fall. 1 credit. Elective (concentration requirement).

A course in which faculty, graduate students, and invited speakers present and discuss issues in facilities design, development, and operation.

453 Advanced Food-Service Facilities Planning and Design

Fall. 3 credits. Limited to 12 students.

Prerequisite: H Adm 353. Elective.

The course reviews the application of basic concepts of food-service facilities design and planning for a hotel project. Emphasis is on preparing a program, developing equipment layouts, and making presentations to clients.

454 Restaurant Planning

Spring. 3 credits. Prerequisite: H Adm 355 or 751. Elective.

Development, design, and construction of restaurants. Topics include market analysis, site selection, menu development, space allocation, trade practices, regulations, equipment and furnishings, cost estimations, financial analysis, and management responsibilities.

456 Hospitality Facilities Management

Spring. 3 credits. Elective.

Management of the physical plant of hospitality buildings. Basic building-systems design and operation, physical-plant maintenance, planning, and budget development; and management of energy programs. Case studies of hospitality facilities.

457 Advanced Development and Construction

Fall. 3 credits. Prerequisite: H Adm 355 or 751. Elective.

The treatment of development as a process, as viewed from the perspective of the owner.

Topics include feasibility-study analysis, budgeting, scheduling, construction administration, value engineering, and issues related to site zoning and codes.

751 Project Development and Construction

Fall. 3 credits. Minimum cost of field trip, \$200. M.P.S. requirement.

The major elements of the project-development, hotel-planning, and construction process. Topics include the role of the development team, feasibility studies, functional planning and design, architectural and engineering criteria, construction contracts, project scheduling, interpretation of architectural drawings, and building construction. A group project is included and a field trip is required.

COMMUNICATION COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

165 Managerial Communication: Writing Principles and Process

Fall or spring. 3 credits. Each lecture limited to 18 students. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.) Must be completed in the student's first or second semester after registering in the hotel school or upon being sponsored by the hotel school to the Division of Unclassified Students. Required.

An introduction to written communication within a business context. Students learn how to conceive, plan, and develop those written materials that provide much of the information that people in business need to form judgments and make decisions. Focusing on the specific principles, needs, and responsibilities of business communication, the course introduces students to the writing process: analyzing, organizing, using research sources, developing substance, and writing in a clear, precise style. Students write a variety of reports requiring different analytical approaches.

266 Intermediate French: Le Français de l'Hôtellerie

Spring. 3 credits. Limited to 15 students.

Admission priority given to students with a special interest in the hospitality industry.

Prerequisite: French 123 or equivalent or written permission of instructor. Elective. This course offers continuing study of the French language, in the context of business affairs, with specific emphasis on the hospitality industry. Material presented considers cultural, geographic, economic, historical, political, and social contexts within which the business functions. The course is conducted in French, emphasizing a conversational approach. Specialized situations and vocabulary are used in building general competence in practical usage.

267 Intermediate Spanish: Español de Hotelería

Spring. 3 credits. Prerequisite: Spanish 123 or CPT 560 minimum. Elective.

An intermediate-level course designed for students interested in improving their proficiency in the language within the thematic context of the hospitality and restaurant industries. The course provides a solid background of essential vocabulary, practice of all skills, and a review of the cultural background of the Hispanic world.

364 Advanced Business Writing

Fall or spring. 2 credits. Limited to 15 juniors, seniors, and graduate students. Prerequisite for undergraduates: H Adm 165 or completion of student's freshman writing requirement.

Elective.

This course focuses on the written communications that demand special persuasiveness and control of tone. Writing assignments will give students a chance to apply the theories of communication, semantics, and human relations covered in the course. The kinds of communications that will be analyzed, evaluated, and written include persuasive messages to subordinates and superiors in an organization; sales letters and other promotion materials; and negative messages such as refusals, rejections, and responses to complaints. A major topic is the planning and executing of a job-hunting campaign, for which students prepare résumés, letters of application, and follow-up messages adapted to their individual needs.

365 Managerial Communication: Principles and Practices

Fall or spring. 3 credits. Limited to 24 juniors and seniors per lecture. (Because of the strict class-size limitation, a student who chooses to drop this course should notify the instructor no later than the end of the first week of class so another student can fill the opening.)

Prerequisite: H Adm 165 or completion of student's freshman writing requirement, or H Adm 212 or permission of instructor. Required. A broad study of communication in a management context. Emphasizes the significant role of communication in developing work relationships that enable managers to achieve their goals. It presents the theories and principles of communication that underlie effective performance. Students increase their individual communication abilities by applying these concepts in a variety of managerial contexts, including interacting one-to-one, working in groups, and formally developing and presenting ideas to larger audiences.

562 Special Topics in Communication

Fall or spring. Variable (1-3) credits. Limited to juniors, seniors, and graduate students. Elective.

A "special topics" course, with the theme selected each semester on the basis of student and industry needs as well as faculty expertise. Most recent offering: "Intercultural Communication in Business" (3 credits). See school registrar or communication department's faculty coordinator for details about current topic.

761 Organizational Communication for Managers

Fall or spring. 3 credits. Limited to 15 graduate students; recommended for second- or third-semester M.P.S. students. Elective.

A course in organizational communication focusing on the complex interactions that occur when people communicate in organizations. Using business cases and examples, the course highlights the political, sociological, ethical, and psychological dimensions of business communication. Students analyze communication problems and barriers and design organizational strategies to communicate effectively, whether one-to-one, in small groups, or with larger audiences. Cases are linked with an application exercise that helps students perfect their abilities to write, give oral presentations, or interact effectively with others in a professional, managerial context.

[765 Effective Communication in Organizations: A Laboratory Approach

Fall and spring, alternately. 1 credit. Not offered 1990-91. Elective.

Students learn and practice the principles and skills of effective organizational communication. Through case studies, role plays, and simulations, students analyze communication situations and apply communication principles to workplace situations. Emphasis is on the identification and analysis of communication problems and the appropriate application of oral and written communication strategies in business environments.]

INFORMATION TECHNOLOGY COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

170 Macintosh Tools

Spring. 3 credits. Limited to 25 students outside the hotel school. Elective.

An introduction to business information systems and computer tools. Students learn basic business computing concepts such as system integrity and the user interface. Finally, the course introduces the student to the personal computer, using electronic spreadsheet, graphics, and word-processing applications. Work is carried out on a Macintosh computer using Microsoft Word and Microsoft Excel.

171 Keyboarding on the Macintosh

Fall, spring, or summer. 2 credits. Limited to 25 students per section. Elective.

An introduction to the Macintosh computer and a beginning course in alphanumeric keyboarding. Students learn word-processing skills during the second half of the course.

174 Microcomputing

Fall. 3 credits. Limited to hotel school freshmen or others with permission of the instructors. Spring and summer. 3 credits. Open enrollment. Required.

An introduction to microcomputing to develop functional computer fluency. Students develop skills in five generic areas: text, graphics, spreadsheet, list, and communications processing. The course is entirely lab oriented and students work on Macintosh personal computers.

274 Hotel Computing Applications

Fall or spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

An introduction to management information systems as they are currently used in the hospitality industry. Specific topics include property management systems, reservation systems, communication networks, database structures, point-of-sale systems, methods of system selection, and cost justification. Computer laboratories provide hands-on experience with systems widely used in the hospitality industry and help to develop IBM PC/DOS skills.

374 End-User Business Computing Tools

Fall or spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

This course explores the personal computer as a managerial tool for the hospitality industry. Concepts of modeling, database, and end-user computing are covered. Students learn to use specific software applications programs to solve original problems. All work is done on the IBM PS2.

571 Analysis and Design of Information Systems

Fall. 3 credits. Limited to 15 students. Elective.

For students who may become involved with the analysis and design of computer-based information systems (CBIS). The course is intended to develop competence and confidence in the participants' ability to plan for CBIS, specify their functional design, manage a systems adoption project, deal with system vendors, and function as organizational consultants on CBIS. The course assumes an elementary working knowledge of management information systems and basic business. The course is pragmatic and requires participant teams to analyze and design (and possibly build and test) a software application system.

572 Development of Decision Support Systems

Spring. 3 credits. Prerequisite: H Adm 174 or equivalent. Elective.

The use of computer-based systems to assist human decision makers by supporting their information requirements. The design, implementation, and use of such systems is one of today's fastest growing areas within information systems. The course's perspective is one of design—effective design both requires and enhances understanding.

774 Information Systems for Hospitality Managers

Spring. 3 credits. Limited to 35 students. M.P.S. Requirement.

The physical and technical computing environments in a multi-unit hospitality corporation. Information systems are viewed from various perspectives, i.e., as data-processing systems, management information systems, and decision support systems. The role of information systems in a strategic planning framework is explored. Organizational and infrastructural issues that enhance or detract from system success are explained.

LAW COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

283 Law of Securities Regulation

Fall, weeks 1-7. 1 credit. Elective.

For students interested in the financing of new or expanding hotel and restaurant businesses through the sale of stocks and bonds, and the obligations of publicly owned hospitality companies and their officers and directors. The course covers fundamental aspects of the federal securities laws as applicable to the hospitality industry. Problems are drawn from hotels, restaurants, and related businesses.

385 Law of Business I

Fall. 3 credits. Limited to juniors, seniors, and graduate students outside the hotel school, and hotel school students with permission of instructor. Elective.

This course is designed to enable the student to acquire a basic understanding of law and legal relationships in a business context. A variety of subjects are covered, all intended to aid a person in making decisions as an executive charged with managerial responsibilities.

387 Business and Hospitality Law

Fall or spring. 3 credits. Limited to juniors, seniors, and graduate students. Required. An integrated chronological presentation of contract, agency, and tort concepts as they apply to the legal aspects of hospitality management. Appropriate federal, state, and local cases, statutes, and other materials are examined. The overall objective is to recognize, analyze, and evaluate legal issues for the purpose of making and articulating appropriate decisions.

486 Historical Introduction to Public Hospitality Law

Summer. 3 credits. Elective.

An overview of the development of the legal rights of persons to travel and to have access to public accommodations. Historical sources focus upon the English common law, the United States Constitution, and federal and state civil rights legislation. The course reviews and examines changing American social attitudes toward travel and public accommodations and their influence upon travelers' legal rights and responsibilities. Comparative international legal developments are noted.

487 Real-Estate Law I

Offered on demand. 2 credits. Limited to juniors, seniors, and graduate students. Elective.

Laws governing the acquisition, ownership, and transfer of real estate, beginning with the purchase and sale of a family residence and leading to more-complex transactions involving hotels, motels, condominiums, cooperatives, syndications, and real-estate trusts. Financing aspects, including construction and building loans, mortgages, and mortgage foreclosures are treated from the viewpoint of lender and borrower. The legal relations of landlord and tenant are given special attention, and typical hotel and motel leases are dissected and scrutinized. Applicable tax considerations are focused on all transactions.

580 The Interplay of Law and Ethics in Service Industry Management

Fall and spring. 3 credits. Limited to 25 graduate students or by permission of instructor. Prerequisite: completion of all required hotel school M.P.S. core courses or by permission of instructor. Required. This course is designed to involve graduate students in the ethical aspects of traditional law problems that confront service-industry managers and executives. The American legal environment will be explored as it affects business decisions in the areas of commerce, consumerism, administrative law and practice, regulation of anti-competitive marketing activities, and federal securities regulation.

OTHER COMMUNICATION, INFORMATION TECHNOLOGY, AND LAW COURSES

For up-to-date information about course scheduling, and to obtain a course supplement, contact the hotel school registrar in room 178 Statler Hall, telephone 255-3739.

191 Quantitative Methods

Spring. 3 credits. Required. Procedures for collecting, classifying, summarizing, and presenting quantitative facts. Students should get an intuitive grasp of descriptive and inferential statistics. The how, when, and why of statistical applications in a variety of managerial situations, with emphasis on interpretation, not mathematical proofs.

490 Housing and Feeding the Homeless

Fall and spring. 4 credits. Limited to 21 students. Prerequisites: H Adm 325 and 303, or HSS 292 and HSS 375, or permission of instructor. Elective.

The course explores the economic, social, and political issues of our country's growing problem of homelessness, as well as the existing and proposed housing and feeding policies and delivery systems that attempt to deal with the issue. Students study the history of homelessness and strategies to alleviate the problem and spend approximately eight days at a shelter or emergency food program to analyze the program and resolve a managerial problem.

592 Service Operations Management

Fall. 3 credits. Prerequisites: H Adm 791 or equivalent. Elective.

This course concentrates on three aspects of service operations: delivery-system design (including process design, layout, and location), capacity management (inventory, overbooking, yield management, work measurement, and staffing), and quality management. The course provides students with the concepts and tools necessary to effectively manage a service organization.

599 Development and Management of Wellness in Business Organizations

Spring. 3 credits. Limited to juniors, seniors, and graduate students. Field trip, \$40. Elective.

An initial evaluation of personal wellness and a collective analysis of the class introduces design, implementation, and evaluation of wellness programs in organizations. Stressors that may cause illness are examined. Case studies and guest speakers from the industry address diagnosing the employee population, sustaining employee participation, evaluating cost/benefit aspects of wellness programs, and choosing alternative health-insurance strategies.

791 Graduate Quantitative Methods

Fall. 3 credits. M.P.S. requirement. An introduction to management-science models and statistical techniques applicable to the hospitality industry. The application of specific quantitative methods to decision making in the hospitality industry. Topics include forecasting, decision analysis, linear programming, probability, and queuing. Computer software packages will be used to facilitate the decision-making process.

INDEPENDENT RESEARCH COURSES

600-690 Undergraduate Independent Study

Fall or spring. Variable credit. Prerequisite: written permission. Only the first three credits of directed study may count as hotel school electives during a student's undergraduate academic career. Additional directed study, if taken, is applied toward free electives, except for the Management Intern Program (12 credits). Permission in writing is required before course enrollment. Students should obtain a permission form from the hotel school's registrar. (Occasionally an independent research project can be added after the three-week deadline with support of the faculty sponsor and by formal petition.) Elective.

Students pursue independent research projects under the direction of a faculty member.

600 Undergraduate Independent Study in Operation Management**601 Management Intern Program I—Operations**

6 credits.

602 Management Intern Program II—Academic

6 credits.

603 Hotel Ezra Cornell**610 Undergraduate Independent Study in Human-Resources Management****620 Undergraduate Independent Study in Financial Management****630 Undergraduate Independent Study in Food and Beverage Management****640 Undergraduate Independent Study in Marketing and Tourism****650 Undergraduate Independent Study in Properties Management****660 Undergraduate Independent Study in Communication****670 Undergraduate Independent Study in Information Technology/Computers****680 Undergraduate Independent Study in Law****690 Undergraduate Independent Study in Management Support—General****700-900 Graduate Independent Research**

Fall or spring. Variable credit. Limited to graduate students. Prerequisite: written permission of instructor. Students should obtain a permission form from the hotel school's graduate office.

As appropriate, graduate students enroll in these courses for thesis or monograph research or for other independent directed study. Students must have in mind a project and obtain agreement from a faculty member to oversee and direct the study.

700 Graduate Independent Research in Operation Management**710 Graduate Independent Research in Human-Resources Management****720 Graduate Independent Research in Financial Management****730 Graduate Independent Research in Food and Beverage Management****740 Graduate Independent Research in Marketing and Tourism****750 Graduate Independent Research in Properties Management****760 Graduate Independent Research in Communication****770 Graduate Independent Research in Information Technology/Computers****780 Graduate Independent Research in Law****790 Graduate Independent Study in Management Support—General****802 Master of Science Thesis Research****803 Graduate Teaching Internship****805 M.P.S. Monograph I****806 M.P.S. Monograph II****900 Doctoral Thesis Research**

FACULTY ROSTER

Professorial

Arbel, Avner, Ph.D., New York U. Prof.
 Bell, Russell A., Ph.D., Kansas State U. Assoc. Prof.
 Berger, Florence, Ph.D., Cornell U. Assoc. Prof.
 Brownell, Judith, Ph.D., Syracuse U. Assoc. Prof.
 Carvell, Stephen A., Ph.D., SUNY Binghamton. Asst. Prof.
 Chase, Robert M., M.B.A., Cornell U. Prof.
 Clark, John J., Jr., Ph.D., Cornell U. Prof.
 Corgel, John B., Ph.D., U. of Georgia. Assoc. Prof.
 Cullen, Thomas, Ph.D., Cornell U. Assoc. Prof.
 deRoos, Jan A., M.S., Cornell U. Asst. Prof.
 Dev, Chekitan S., Ph.D., Virginia Polytechnic. Asst. Prof.
 Dittman, David A., Ph.D., Ohio State U. Dean and E. M. Statler, Professor.
 Dunn, David C., Ph.D., Cornell U. Assoc. Prof.
 Eder, Robert W., D.B.A., U. of Colorado. Assoc. Prof.
 Enz, Cathy A., Ph.D., Ohio State U. Assoc. Prof.
 Eyster, James J., Ph.D., Cornell U. Hospitality Valuation Services Professor of Finance and Real Estate
 Ferguson, Dennis H., Ph.D., Cornell U. Assoc. Prof.
 Geller, A. Neal, Ph.D., Syracuse U. Prof.
 Hales, E. Ann, Ph.D., Cornell U. Asst. Prof.
 Jameson, Daphne A., Ph.D., U. of Illinois. Assoc. Prof.
 Kaven, William H., Ph.D., Cornell U. Prof.
 Kelly, Thomas J., M.S., Cornell U. Assoc. Prof.
 Kimes, Sheryl E., Ph.D., U. of Texas. Asst. Prof.
 Lundberg, Craig C., Ph.D., Cornell U. Blanchard Professor of Human-Resources Management
 Marler, Janet H., M.S., Cornell U. Asst. Prof.
 Moore, Richard G., M.B.A., Cornell U. Assoc. Prof.
 Morgan, Michael S., Ph.D., U. of Texas. Asst. Prof.
 Mutkoski, Stephen A., Ph.D., Cornell U. Banfi Vintners Professor of Wine Education and Management
 Penner, Richard H., M.S., Cornell U. Prof.
 Rainsford, Peter, Ph.D., Cornell U. Assoc. Prof.
 Redlin, Michael H., Ph.D., Cornell U. Assoc. Dean and Prof.
 Renaghan, Leo M., Ph.D., Pennsylvania State U. Assoc. Prof.
 Romm, David L., M.P.S., Cornell U. Asst. Prof.
 Sherry, John E. H., LL. M., New York U. Prof. and Graduate Faculty Representative
 Simon, Augusta, Ph.D., Ohio State U. Asst. Prof.
 Stipanuk, David M., M.S., U. of Wisconsin. Assoc. Prof.
 Tabacchi, Mary H., Ph.D., Purdue U. Assoc. Prof.

Adjunct, Visiting, and Other Teaching Staff

Alvarez, Roy, M.Ed., Lecturer
 Blanchard, Kenneth, Ph.D., Visiting Assoc. Prof.
 Brooks, Earl, M.A., Professor Emeritus
 Calaguire, Frank, B.S., Visiting Lecturer
 D'Aprix, David, B.A., Lecturer
 David, Betty B., Lecturer
 Ferris, J. David, M.A., Visiting Lecturer
 Flash, Dora G., A.B., Senior Lecturer
 Huettman, Elizabeth, M.A., Visiting Lecturer
 James, Robert, M.B.A., Visiting Lecturer

Kiner, Susan W., M.A., Lecturer
 Lang, Barbara, B.S., Lecturer
 Lumley, Jane, M.A., Senior Lecturer
 Morano, Richard A., D.Ed., Visiting Lecturer
 Muller, Christopher C., M.P.S., Lecturer
 Neuhaus, Thomas W., M.S., Lecturer
 Noden, Malcolm A., Senior Lecturer
 Norkus, Gregory X., M.S., Senior Lecturer
 O'Connor, Therese A., M.S., Senior Lecturer
 Pezzotti, Giuseppe G. B., B.S., Lecturer
 Richmond, Bonnie S., M.S., Senior Lecturer
 Ridley, Jane S., B.A., Teaching Support Specialist
 Sciarabba, Andrew, B.B.A., Visiting Lecturer
 Seipel, Lamont, B.S., Visiting Lecturer
 Spies, Rupert, Studienassessor, Lecturer
 Weaver, Loren E., B.S., Teaching Support Specialist
 Weishaupt, Hans P., B.S., Robert A. Beck Chair of Applied Hotel Management
 Weisz, Stephen, B.S., Visiting Lecturer
 White, Robert, A.O.S., Teaching Support Specialist
 Whitehead, Donald E., B.S., Visiting Lecturer
 Yesawich, Peter C., Ph.D., Visiting Assoc. Prof.